



# K A N S A S

JACK RICKERSON, DIRECTOR

DEPARTMENT OF ADMINISTRATION  
DIVISION OF PERSONNEL SERVICES

KATHLEEN SEBELIUS, GOVERNOR  
HOWARD R. FRICKE, SECRETARY

## MEMORANDUM

**TO:** Agency Heads, HR Directors and Training Directors

**FROM:** Jack Rickerson

**DATE:** September 16, 2003

**SUBJECT:** Changes in Training Requirements

The Division of Personnel Services hopes to soon publish proposed changes to almost all of the current personnel regulations. These changes are the result of the efforts of "partnership" teams conducting a comprehensive review of the state's human resource system. The primary goals of the review and follow-up actions have been to 1) simplify and streamline HR policies and processes, 2) increase the system's flexibility to be responsive to individual agency needs, and 3) decentralize as many functions as possible. This memo is to alert you to a number of changes that have occurred and that are being proposed in the area of training. The "we" used in this memo refers to agency HR Directors and staff, as well as the Division of Personnel Services.

The Division and agencies have historically acknowledged the importance of, and the benefits from, training to develop leaders, to retain high achieving employees, to attract strong applicants, and to improve processes. With that said, we also recognize the existing regulations covering training have been cumbersome and difficult to achieve; certainly they have not always met the unique needs of individual agencies. We believe the new regulations that will be proposed will provide agencies with the flexibility and capacity to respond quickly and effectively to their individual and unique employee development needs.

Proposed changes include: 1) streamlining supervisory training by targeting leadership fundamentals and reducing the number of hours currently required; 2) allowing agencies to decide the timeframe in which new supervisors must receive this training; 3) delegating approval of leadership training (content, goals, and objectives) to the agency level; and 4) allowing agencies to decide if they will require Lead Worker training. Authority has already been delegated, effective August 18, 2003, to each agency Training Manager (or, in the absence of a Training Manager, the Human Resource Manager) to determine which training programs would qualify for Continuing Education under Article 8 as it currently stands.

Agencies will enjoy new flexibility under this model to: 1) design and deliver a level of basic leadership training that best meets their operational needs; 2) waive some or all of that basic training for staff who demonstrate proficiency in targeted leadership skills; 3) establish, as a condition of continuing employment and based on their operational needs, a time period to complete basic leadership training; 4) design, deliver and require Lead Worker training, or not require Lead Worker training; and/or 5) require continuing education for leaders consistent with their organizational needs.

Currently, supervisory training is a minimum of 40 hours of curriculum approved by the Division of Personnel Services. We realize that 40-hour requirement has been burdensome to some agencies. DPS is no longer enforcing the 40-hour minimum; agencies should create and use a curriculum that is tailored to their needs. In a few weeks, DPS will announce a pilot Leadership training program that will be provided in a total of 14 hours. The training is being designed to be provided on a flexible timetable (in a two-day timeframe, or over a period of time in 4-3.5 hour increments, for example). The final offering of training will be adjusted based on the results of this pilot, and then shared with all agencies.

This 14-hour program will be offered only as an example of what Leadership training could look like. Agencies are free to develop and deliver alternative training for their leaders. The content and hour requirements are up to each individual agency to decide. DPS staff are available to consult with agencies who would like some assistance in developing their own customized curriculum.

The 14-hour program might be especially attractive to those agencies that have previously looked to the Division for supervisory training. Since a number of boards, commissions and small to medium-sized agencies have looked to the Division to provide supervisory training; DPS is also working to create a Training Consortium with that group to share resources to manage supervisory training, and other needed training. We will get you more detail on the Consortium at first opportunity.

We are anxious to continue the partnerships that have guided this system redesign and to share resources to develop and deliver leadership training and other training that best meets agencies' operational needs. Collectively, agencies offer significant capacity in training and development.

Again, please look for our announcement of the pilot Leadership training in a few weeks. The changes to the regulations will take longer, but we can begin the system changes described above now. Should you or your staff have questions, please contact either Robbie Berry at (785) 296-2541 or Les Lauber at (785) 296-3739. Thank you.

JER:hfr